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ABSTRACT

This report addresses strategies and action plans for Palm Beach Community College (PBCC) (Florida) between 1999-2004. As part of a commitment to achieve specific, measurable end results, the college has set various objectives, including: (1) develop, implement and institutionalize a mission driven strategic budget for the 1999-2000 fiscal year; (2) increase formalized partnerships by 20% by 2001; (3) allocate and develop district facilities to meet student needs by 2000-2001; and (4) be in total compliance with the Southern Association of Colleges and Schools' standards for accreditation by 2001. During the action-plan phase specific operational plans are developed to implement the strategies. The Action Team does not implement the plans, but the plans they develop contain enough detail that they can be carried out when operationally assigned. To strengthen and implement a comprehensive staff development program, the college will incorporate its emphasis on the code of ethics into staff development, develop comprehensive programs to meet Individual Professional Development Plans, and create training programs to address new college/campus/unit/department initiatives. Additionally, PBCC will strive to integrate current technology into all aspects of the college. (JA)

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Palm Beach Community College

Strategic Plan

1999-2004

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Introduction

"Education is the catalyst of change, and I cannot think of another institution that has been more receptive to change than PBCC."

PBCC President
Dennis P. Gallon, Ph.D.

At the onset of the 1998-99 academic year, I announced that Palm Beach Community College would undertake a five-year comprehensive strategic planning process to deal with growth and change. Strategic planning is concerned with the whole system, and is driven by the vision and commitment of faculty, staff, students and community members. PBCC's Strategic Plan has resulted in a common purpose, a unified sense of direction, priorities for change and a blueprint for action.

The strategic planning process began in November 1998 with faculty, staff, students and members of the community participating in a series of "listening sessions" on all locations. A Strategic Planning team was developed and designed to represent every component of the College community including representatives from faculty, staff, the student body, administration, the PBCC Board of Trustees, public schools, universities, businesses, agencies and chambers of commerce.

The Strategic Planning team prepared the foundation of our plan including Beliefs, Vision, Mission, Objectives and Strategies. During the spring and into the summer, more than 250 staff, faculty and students worked diligently to prepare Action Plans, which, when implemented, will achieve the desired Strategies and move PBCC toward its Mission. These Action Plans were formally presented to the Strategic Planning Team on September 21, 1999. The plans were reviewed for priorities, timelines and costs by my staff, and were presented, with my endorsement, to the Board of Trustees for final adoption.

The Mission statement is a clear and concise expression of our purpose and function. It represents our uniqueness and serves to focus our attention and energies on one major purpose. After significant input from the Strategic Planning Team, faculty, staff and trustees, the Board officially adopted the enclosed Mission statement on September 21, 1999. As the foundation for PBCC's annual plan, the Mission will guide us in working together for a common purpose.

Truly, this accomplishment has been a participatory process, and it would not have been possible without the hard work, dedication, energy, creativity and commitment from all members of the PBCC community.

Sincerely,

Dennis P. Gallon

Dennis P. Gallon, Ph.D.
President

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"Strategic planning is the means by which an organization constantly recreates itself to achieve extraordinary purpose."

Bill Cook
National Leader in Strategic Planning

Acknowledgements

The Palm Beach Community College Strategic Plan would not have been possible without the leadership of PBCC President Dennis P. Gallon. Indeed, it was his vision of strategic planning as a major tool for determining the College's future direction that set a number of activities in motion and resulted in this Strategic Plan.

To begin, I would like to thank the PBCC District Board of Trustees for their leadership, support and recognition of the participatory process necessary to guide Palm Beach Community College into the future.

Also, I would like to express my appreciation to Vice President of Academic Affairs Sharon A. Sass for her leadership, tireless efforts, coordination and support throughout the entire strategic planning process.

Additionally, I wish to thank members of the President's Staff for providing the leadership, expertise, creativity and support needed to develop and implement the Strategic Plan.

Further, I would like to thank Executive Administrative Assistant Carol Sperr for all her behind the scenes activities to coordinate the various meetings and notices that supported the planning process.

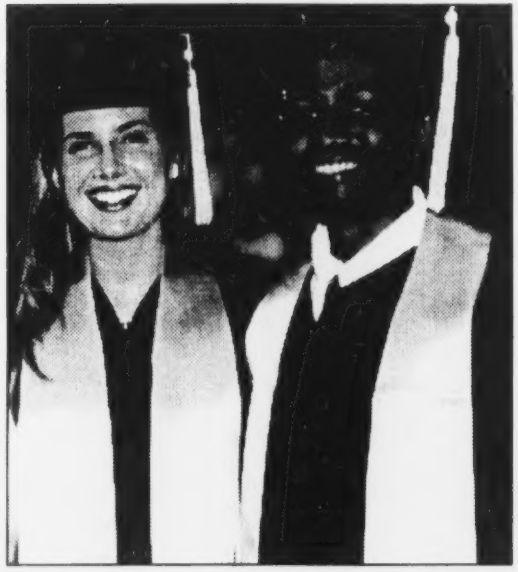
Also, I would like to recognize Office Assistant Phyllis Gray, who came on board late in the process, but provided the added clerical support to make things work.

A special acknowledgment goes to Senior Research Analyst Hui-Min Wen and Research Analyst Jeff Nowak of Institutional Effectiveness for their support and technical assistance in the strategic planning process and preparation for this document.

I would also like to thank the staff of College Relations and Marketing for being there at the beginning and supporting the entire process: Director of Marketing Grace Truman, Senior College Relations and Marketing Specialist Sue Rathbone and Graphic Communications Technician Rebecca Foster.

Finally, Strategic Planning is a participatory process, and a special debt of gratitude is owed to the PBCC District Board of Trustees, the President, President's Staff, the Strategic Planning Team, Action Team leaders, Action Team members, administrators, faculty, the United Faculty of PBCC, staff, PBCC chapter of Florida Association of Community Colleges (FACC), students, Florida Atlantic University, Palm Beach County Public Schools System and representatives of the greater Palm Beach County community for their tireless efforts, professionalism, caring attitude and commitment to the students of PBCC.

Seymour Samuels, Ed.D.
Director, Institutional Effectiveness



Beliefs

Beliefs describe the moral character of the College. They represent a consensus of personal values of those who make up the College.

We believe:

- Students are our first priority.
- Appropriate resources for faculty/staff training and development must be provided to enhance learning.
- The College must be responsive to the needs of the community.
- Lifelong learning enhances the quality of life.
- Strong partnerships enhance the development of the College and the community.
- Each student should leave with skills necessary to achieve individual goals.
- Everyone should have access to an affordable, quality education.
- The College must prepare students for future leadership roles.
- Participation of all members of the College community will enhance the decision-making process.
- Students must be prepared for an ever-changing global environment.
- Providing a quality education is worth the cost and effort.
- Instruction should meet the varying learning styles of students.
- We must hold an uncompromising commitment to excellence.
- Equity and equality of opportunity are essential.
- A safe, supportive and secure College climate is essential.
- Diversity should be embraced as a reflection of society and enhances the educational process.
- The College should prepare students to be responsible and productive members of the community.
- Knowledge of options is essential.
- All of our students are capable of experiencing success.
- Increased student interaction with the College and the community enriches learning.

Identifying the needs of the community is the first step to providing quality education that is accessible, affordable and creative. The strategic planning process has allowed us to examine our core, eliminate our weaknesses and maximize our strengths.

Anonymous

Vision

The Vision statement is a values based description of the College's desired future and its distinctive characteristics of success. It clarifies what the College should look like and how it should conduct itself as it fulfills its Mission.

We envision a College that is a diverse community of active learners where achievement occurs in an environment without boundaries. We envision a responsive collaborative institution committed to the ongoing renaissance and enrichment of its community.

Mission

Palm Beach Community College, a comprehensive two-year institution with a rich history of achievement since 1933, is dedicated to serving the educational needs of the residents of Palm Beach County by providing the associate in arts, associate in science and associate in applied science degrees, professional certificates, workforce development and lifelong learning.

The mission of Palm Beach Community College is to provide an accessible and affordable education through a dedicated and knowledgeable faculty and staff, a responsive curriculum and a strong community partnership, which together will enable students to think critically, demonstrate leadership, develop ethical standards and compete effectively in the global workplace.

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"For faculty, determining the future of the College in a number of different ways that have yet to be discovered is a very important process. And I've appreciated the enthusiasm that I've seen from the top."

Professor R.J. Cifone

Strategic Parameters

These are not Board policies or routine operational, administrative, or academic rules and procedures. These are limitations the College places upon itself. They are parameters or boundaries in which the College will operate. They are things the College will always do or never do. They are usually stated in the negative. They must be enforceable and controllable.

- We will practice participatory management at all levels.
- No degree/certificate-seeking student will be placed without appropriate screening and advisement.
- We will not tolerate discrimination.
- No allocation of staff should be made without a current evaluation of needs.
- We will not continue to employ personnel who do not meet performance expectations or standards.
- No program will be implemented without a needs assessment, evaluation, operational plan of action, trained staff and adequate financial resources.
- We will not tolerate disruptive behavior.
- All College activities will be conducted with civility, respect and to the highest ethical standards.

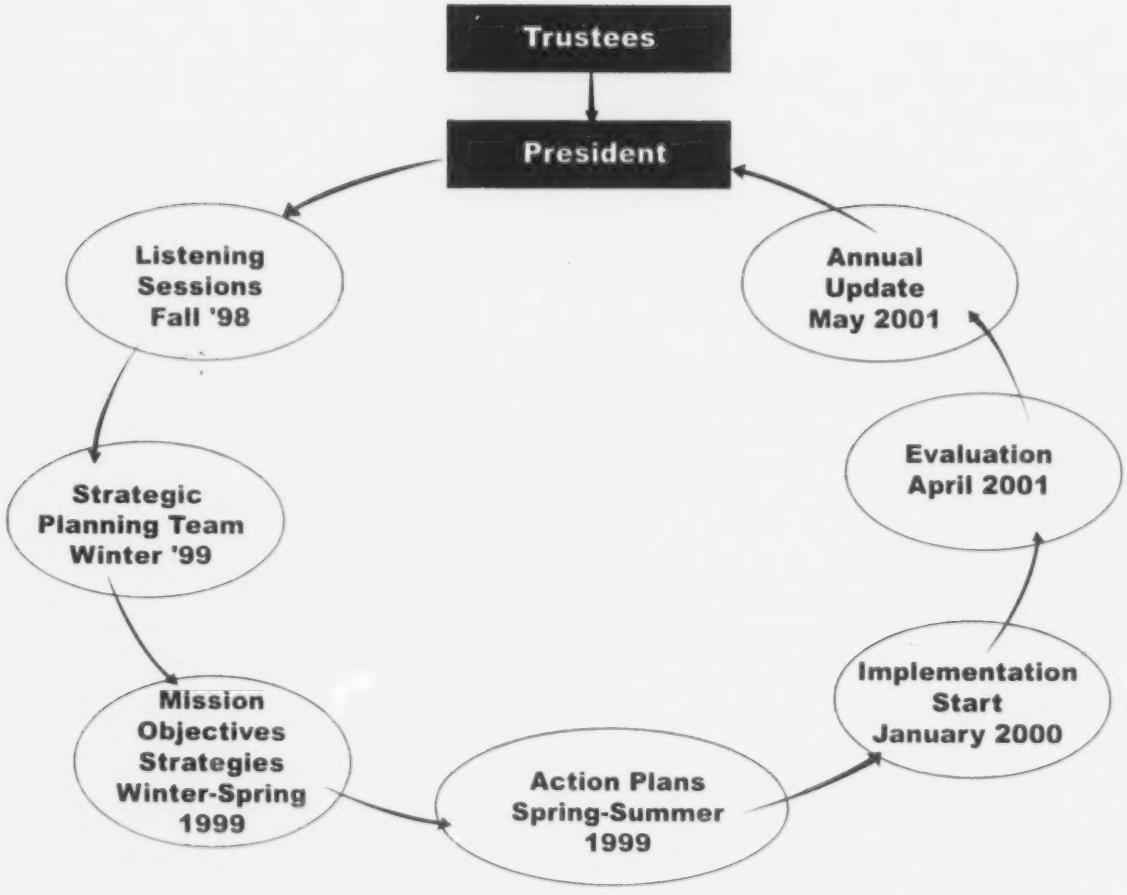
Objectives

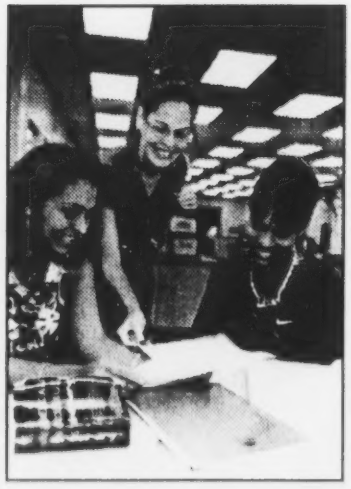
This is the commitment to achieve specific, measurable end results. The objectives come from and further define the Mission. They must be measurable, demonstrable or observable in at least two of the following terms:

- **time**
- **money**
- **quality**
- **quantity**

1. To develop, implement and institutionalize a mission-driven strategic budget for the 1999-2000 fiscal year.
2. To increase formalized partnerships by 20 percent by 2001.
3. To allocate and develop district facilities to meet student needs by 2000-2001.
4. To be in total compliance with the Southern Association of Colleges and Schools' (SACS) standards for accreditation by 2001.
5. To incorporate PSAV workforce programs fully into PBCC's curriculum offerings by 2002.
6. To incorporate current technology in every aspect of curriculum and administrative functions by 2001-2002.
7. To increase student enrollment by five percent annually.
8. To increase graduation rates by ten percent by 2002.
9. To increase student retention by ten percent annually.
10. To increase revenues by at least ten percent per fiscal year.
11. To increase the positive student, staff and public's perception of the College by 20 percent annually.
12. To increase diversity in all areas of the College annually.
13. To have 100 percent of students, within six months after leaving PBCC, either placed in a new job, continued in employment, enrolled in further education or achieve personal improvement.
14. To increase communication within PBCC annually.

Strategic Planning Cycle





"Strategic planning is a continuous process of making entrepreneurial decisions systematically, and with the best possible knowledge of their future, organizing systematically the effort needed to carry out these decisions and measuring the expectations through organized systematic feedback."

Peter Drucker
National Leader in Management

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"As a member of the business community, I believe that Palm Beach Community College has taken a giant step forward by developing action plans which, when implemented, will accomplish the prescribed strategies and help the College fulfill its mission. All of the meetings put PBCC in a position to step into the 21st century and become a leader in the field."

David Talley
Northern Palm Beaches
Chamber of Commerce

Strategies and Action Plan Summaries

These may be the most significant part of the plan. They are the commitments to deploy the College's resources toward its stated objectives. It is a preplanned commitment of resources toward an objective. Strategies tell how the College will accomplish the Objectives and realize the Mission.

Action plans are critical to the strategic plan. In fact, this is probably the most important phase of the planning process. It is during this phase that specific operational plans are developed to implement the strategies.

The Action Teams do not implement the plans, but the plans they develop contain enough detail that they can be carried out when operationally assigned. The action plan is a detailed description of the specific actions required to achieve the results necessary for the implementation of the strategies. The strategies, in turn, tell the College how it will accomplish its objectives and realize the mission.

Strategy I

We will strengthen and implement a comprehensive staff development program.

1. Develop and implement staff development programs to reflect college-wide strategic initiatives.
   - 1.1 Incorporate the College's emphasis on the code of ethics into staff development.

Strategy II

We will actively plan and implement programs to promote the positive perception of diversity.

1. Develop baseline data and continuous assessment of the perception of diversity by the community, business, students, faculty and staff.

Strategy III

We will integrate current technology into all aspects of the College.

1. Continue development of a college-wide voice, video, data network that meets the communication needs of the College.
2. Coordinate and administer distance learning college-wide.
3. Provide ongoing technology training for all employees of PBCC.
4. Provide computer technology access to all PBCC students.
5. Provide computer resources for all College employees to include hardware, software and infrastructure to support this goal.
6. Continue to participate in the Florida Community College Software Consortium.
7. Expand technology to meet increasing instructional and support needs.
8. Foster research and development in new techniques.
9. The PBCC Technology Advisory Committee will annually evaluate and update the PBCC Technology Plan.

Strategy IV

We will develop a plan that will promote the most effective use of facilities and resources.

1. Maximize utilization of existing space.
2. Maximize use of instructional furniture within the College.
3. Maximize the use of administrative equipment/furniture within the College.
4. Maximize the use of Facilities equipment.
5. Establish rental policies and use of facilities that meet community needs and are cost effective for PBCC.

Strategy V

We will develop and implement a Facility plan to meet program and enrollment changes and restoration of aging physical plants.

1. Review program and enrollment trends and set priorities.
2. Identify resource allocations and process for establishing new programs.
3. Implement a process for identifying and prioritizing needed improvements to physical plants.

Strategy VI

We will design and implement a College wide collaborative decision-making model.

1. Create a broad-based college-wide collaborative decision making advisory subcommittee.
2. Describe, disseminate and apply the College collaborative decision-making process.

Strategy VII

We will design and implement a comprehensive and systematic assessment of institutional effectiveness.

1. Continue the development of the IE Office.
   - 1.1 Develop forms and procedures for collecting, disseminating and using data for educational decisions and providing technical assistance.
   - 1.2 Develop Web site and information and training materials.
2. Develop a College master plan for Institutional Effectiveness.
3. Develop an Evaluation Model for IE at PBCC.
4. Conduct training sessions for supervisors, faculty and staff in the use of the evaluation model for decision making.
5. Develop Institutional Effectiveness for individual units/departments.
6. Compile College Accountability Report.
7. Evaluate and improve the institutional effectiveness process.

Strategy VIII

We will aggressively pursue the development of a personnel recruitment, retention and evaluation plan to guarantee the highest quality staff.

1. Investigate and identify recruitment methods.
2. Develop and implement a Community Outreach program.
3. Create equitable and competitive classification/compensation package for College employees.
4. Develop a reward and recognition system that supports employee productivity, growth and sense of affiliation with PBCC.
5. Develop and implement a Mentoring Program for College employees.
6. Develop "Work-Family Environment" programs.
7. Create a comprehensive process of professional development for employees for the workplace and individual needs.

Strategy IX

We will design and implement plans to recruit personnel from under represented populations.

1. Expand the Comprehensive Recruitment Plan to target persons from under-represented populations.
2. Investigate and identify recruitment methods.
3. Develop and implement a Community Outreach program.

Strategy X

We will aggressively pursue increased revenues.

1. Increase resources for Foundation in raising funds.
   - 1.1 Increase partnerships for business and community support.
   - 1.2 Increase involvement of alumni in program support.
2. Increase and improve internal and external communications.
3. Implement a broad-based extensive legislative information program.

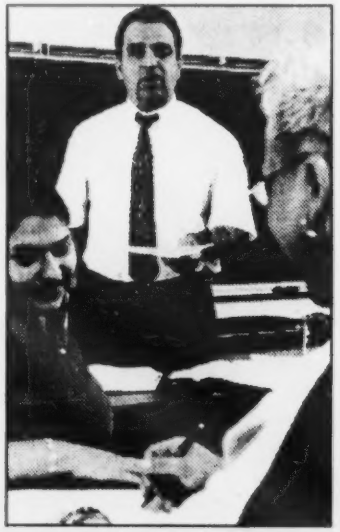
Strategy XI

We will increase and implement services to students with special needs.

1. Integrate instructional and student services for students with special needs.
2. Raise level of awareness of faculty, staff and administration regarding characteristics of students with special needs.
3. Raise level of awareness of varying learning styles of students with special needs.
4. Provide opportunities for training and professional development in working with students with special needs.

"As a student representative, the vision for a better Palm Beach Community College was opened to all involved. The process of interchanging ideas among authoritative figures was exciting."

Sherline Herold
PBCC student



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"I was impressed by how the Strategic Planning process involved all the College's stakeholders: community and business leaders, potential students, students, trustees, staff and faculty. The process followed by the team was truly consensus seeking as well as educational. All involved learned more about PBCC, our community, our student body and the community college system. The diverse perspectives seemed to come together in common themes and resulted in significant strategies."

Patricia Anderson
Palm Beach Gardens Provost

Strategy XII

We will develop and implement plans to upgrade instructional equipment, materials and supplies.

1. Acquire and integrate an automated, bar code-based property inventory system into the college-wide procedures.
2. Create an evaluation schedule to be used in the budgeting and purchasing process.

Strategy XIII

We will enhance and implement a comprehensive honors program.

1. Identify components of Honors Track for PBCC students.
   - 1.1 Review Honors Track to accommodate diversity.
   - Incorporate Honors Track into marketing and recruitment plan.
   - 1.2 Evaluate student satisfaction.
2. Create, identify and implement faculty development activities for Honors instructors.
3. Create, identify and implement Honors students' activities.

Strategy XIV

We will develop and increase counseling and advisement services to enhance the transition of students into further education, gainful employment or other career choices.

1. Implement and monitor college-wide orientation process to meet the information and affiliation needs of all students.
2. Incorporate significant components into model orientation program — train key faculty and staff, peer counseling, etc.
3. Adopt and implement the NICETY developmental advising model for advisement, staff training and conduct.
4. Develop and implement a systematic approach for tracking students' progress toward their articulated goals.
5. Develop and implement a college-wide crisis prevention and intervention program.
6. Develop a referral system and linkages with appropriate community and college-based resources that can assist students with their personal problems.
7. Improve the efficiency and effectiveness of career services by fully implementing the Career Office System and other technology.
8. Develop and implement a college-wide occupational exploration series, which provides students with the opportunity to make direct contact with people in various professions.
9. Develop and implement a uniform college-wide internship and cooperative educational program.

Strategy XV

We will design and implement a plan to strengthen and formalize partnerships with K-12, universities, community colleges, business, agencies and other groups.

1. Create a database to provide current information about established partnerships.
2. Classify and assess partnership information.
3. Communicate, coordinate and cultivate identified partnerships using database information.
   - 3.1 Prepare media packages outlining benefits of becoming a PBCC partner.
   - 3.2 Partner recognition — newspapers, television, giveaways, dinners, lunches.
   - 3.3 Create awareness of PBCC's offerings and goals among business and community organizations.

Strategy XVI

We will design and implement a comprehensive marketing and PR plan to support our Mission.

1. Create an organizational structure for CRM that will support its responsibilities.
2. Conduct marketing research to assure appropriate use of marketing resources.
3. Implement a coordinated approach to communications throughout the College and the external community.
4. Develop a customer service program, in cooperation with Human Resources, that will improve the College's relations with various audiences.
5. Create a systematic publications process.
6. Create a systematic advertising process.

Strategy XVII

We will organize strategically to define functions and achieve accountability on all levels.

1. Implement a strategic-driven organizational structure where functions are clearly defined and accountability is achieved.
   - 1.1 Create broad-based advisory committees representing all units for implementing, monitoring and support strategic initiatives.
   - 1.2 Create broad-based advisory committee to implement, monitor and support Institutional Effectiveness.
   - 1.2.1 Members will represent each unit.

Strategy XVIII

We will incorporate effective communication skills, creative and critical thinking and problem solving techniques in every program.

1. Develop an analysis of present programs and efforts in the areas of communication skills, creative and critical thinking, problem solving and the practice of high ethical standards.
2. Incorporate these major areas into unit, cluster/department objectives.
3. Provide motivational awareness sessions for all faculty.
4. Solicit and train faculty facilitators.
5. Provide training for all faculty.
6. Disseminate College's initiatives in communication skills, creative and critical thinking, problem solving and the practice of ethics in Web site, Student Handbook and Faculty Handbook.

Strategy XIX

We will enhance and monitor academic support services.

1. Develop and conduct student, faculty and staff needs assessment.
2. Provide faculty, staff, student training.
3. Increase awareness of academic-support services in their role of supporting instruction and learning.
4. Promote academic support services in marketing efforts for recruitment and image.
   - 4.1 Enhance Web pages
5. Develop theater activities and objectives to support learning outcomes in all academia areas for students.
6. Provide a systematic assessment to monitor and enhance academic-support services.

Strategy XX

We will actively influence legislation that affects the operation of the College.

1. Increase resources for Foundation in raising funds.
   - 1.1 Increase partnerships for business and community support.
   - 1.2 Increase involvement of alumni in program support.
2. Increase and improve internal and external communications.
3. Implemented a broad-based extensive legislative-information program.

Strategy XXI

We will develop and implement a plan to increase enrollment and retention of students.

1. Develop a systematic research plan supporting educational decisions in enrollment management.
2. Establish a comprehensive recruitment plan.
3. Establish a comprehensive student retention plan.
   - 3.1 Establish academic support programs for student success.
   - 3.2 Establish Student Services support programs for student success.
   - 3.3. Increase quality of customer service

"I was impressed at the breadth of issues addressed through the process as well as the methods used to make sure grand plans turned into real actions. I also was pleased to see the commitment to making the educational programs relevant to the needs of the local business community."

Nat Roberts
Business representative

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"Being part of the Strategic Planning Team has been an invaluable professional experience. Hearing the views of others — views that I would not normally hear — has been enlightening."

Judy Gummere
Associate Dean
Career & Technical Education

Strategy XXII

We will develop and implement plans to assure a positive and safe college climate for students, staff and the community.

1. Increase the number of full-time, well-trained security personnel on all locations.
2. Restrict tobacco use to designated areas on each location.
3. Conduct classroom management training.
4. Plan and implement a wellness program on all locations.
5. Establish a college-wide program to involve students in location security matters.
6. Determine specifics of employee satisfaction related to working condition and location climate.
7. Create a link to the PBCC home page on safety and security issues.
8. Collect and use data related to students' satisfaction with the College, including safety and location climate.

Strategy XXIII

We will develop and implement a mission driven strategic budget

1. Review strategic action plans and determine College priorities for the next fiscal year.
2. Train and assist budget managers in development budget requests related to Mission and priorities.
3. Prepare mission-driven budget for President's review.

Strategy XXIV

We will develop and implement plans to provide all occupational programs with curriculum skill sets that reflect the needs of business and industry.

1. Create Business Partnership Councils.
2. Identify curriculum skill sets.
3. Obtain program certifications.

Strategy XXV

We will readdress our institutional purpose as required by SACS.

1. Conduct annual review of strategic plan.
2. Actively promote the Mission.
3. Develop unit cluster/department mission statements in keeping with the Mission of PBCC.

Strategy XXVI

We will have fun!

1. Develop and implement a process to foster a fun environment for students, faculty and staff.
   - 1.1 Create college-wide and location committees to coordinate the development and implementation of activities related to fun in the workplace.
   - 1.2 Incorporate fun into staff development.

Strategic Planning Team

James Aldridge
Lake Worth /United Faculty Representative

Patricia Anderson
Provost, Palm Beach Gardens

Kathleen Asher
Lake Worth, Faculty

R. Celeste Beck
Boca Raton, Provost

Richard Becker
Vice President, Administration and Business Services District

Rocco Cifone
Boca Raton, Chair

Larry Coup
Palm Beach County School Board, Adult Education Representative

J. Max Davis
Trustee (1998-99), District

Jorge A. Dominicis
Trustee, District

Sharon Davison
Palm Beach Gardens Secretary

Ana DeArmas
Faculty/SACS, Palm Beach Gardens Faculty

Helen B. Franke
Belle Glade, Provost

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Boca Raton Chamber of Commerce

Stephen Gibson
Belle Glade Faculty

Ellen Grace
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Dennis Grady
Chamber of Commerce of the Palm Beaches

Betty Gray
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Judy Gummere
Boca Raton Associate Dean

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Vice President, Student Services District

Sherline Herold
PBCC Student, Lake Worth

Richard Holcomb
Lake Worth Associate Dean

Eileen Holden
Lake Worth Dean, Academic Affairs

Phillip Jackson
Palm Beach Gardens Associate Dean

William Jenner
Executive Director, PBCC Foundation, District

Ardease Johnson
Manager, Employment/Assistant to President for Equity Programs, District

Robin Johnson
Director, Outreach, District

Dick Jones
Director of Purchasing, District

Brian Kelley
Director of Library Learning Resources Center

Jill Littlefield
PBCC Student (1998-99), District

Beverley Mas
PBCC Student (1998-99), Palm Beach Gardens

Carla Maldonado
PBCC Student, Lake Worth

Erin McColskey
Director of Governmental Relations/ Assistant to President, District

Norm McLeod
Lake Worth Associate Dean

Stafford Mooney
Boca Raton Associate Dean

Esperanza Noble
Lake Worth Department Technician

Tom Pierson
Belle Glade Plant Supervisor

Carol Possanza
Boca Raton Office Assistant

Ken Ray
Belle Glade Dean, Educational Services

Lourdes Rey
Boca Raton CPI Coordinator

Nat Roberts
Belle Glade Business Representative

John Schmiederer
Vice President, Workforce Development, District

Camella Slydell
Belle Glade Library Technician

Wendy Smyth
Palm Beach County Schools Rep., Junior Achievement

Tom Steffen
Lake Worth Faculty

David Talley
Northern Palm Beaches Chamber of Commerce

Blair Thorburn
Florida Atlantic University Representative

Grace Truman
Director of College Relations & Marketing, District

Jack Tinsley
Associate Vice President, Information/Technology

Maria Vallejo
Lake Worth Provost

John Wasukanis
Director of Facilities, District

Autrie Williams
Belle Glade Community Development Corporation

Sue Williams
Boca Raton Secretary

Teresa Williams
Palm Beach Gardens Records Specialist

Dennis P. Gallon
President

Sharon A. Sass
Vice President, Academic Affairs

Seymour "Cy" Samuels
Director, Institutional Effectiveness

Hui-Min Wen
Senior Research Analyst

Action Team Leaders

I	Nancy Gerken and Esperanza Nobel
II	Ardease Johnson and Pat Richie
III	Celeste Beck and Joanne Lapply
IV	Ana DeArmas and John Wasukanis
V	John Schmiederer and John Wasukanis
VI	Jeff Peters and Magdala Ray
VII	Selma Verse and Ira Rosenthal
VIII	Ellen Grace and Kathleen Gamble
IX	Ellen Grace and Ardease Johnson
X	William Jenner and Erin McColskey
XI	Joanne Steffes and Susan Lang
XII	Peggy Adams and Robert Lanou
XIII	Richard Yinger and Jan Yates
XIV	Joanne Patton and Gabriela Wright
XV	William Jenner and Magdala Ray
XVI	Grace Truman and Nancy Denholm
XVII	Sharon Sass and Eileen Holden
XVIII	Steve Gibson and Lori Crane
XIX	Brian Kelley and Lourdes Rey
XX	Erin McColskey and Brian Kelley
XXI	Vernon Haley and Susan Caldwell
XXII	Patricia Anderson and Dick Jones
XXIII	Richard Becker and Norm McLeod
XXIV	Joan Holcomb and John Schmiederer
XXV	R.J. Cifone and Kim Ardila-Morgan
XXVI	Sue Levine and Jeanne Boone

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" We developed a plan for a beginning."

Bill Jenner
PBCC Foundation
Executive Director

President

Dennis P. Gallon, Ph.D.

District Board of Trustees

1999 - 2000

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James L. Watt, Esquire, Vice Chair
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Palm Beach Community College is accredited by the
Commission on Colleges of the Southern Association of Colleges and Schools
(1866 Southern Lane, Decatur, Georgia 30033-4097: telephone number 404-679-4501)
to award the associate in arts and the associate in science degrees.

The **Mission** of Palm Beach Community College is to provide an accessible and affordable education through a dedicated and knowledgeable faculty and staff, a responsive curriculum and a strong community partnership, which together will enable students to think critically, demonstrate leadership, develop ethical standards and compete effectively in the global workplace.

Palm Beach Community College, a richly diverse comprehensive two-year institution with a rich history of achievement since 1933, is dedicated to serving the educational needs of the residents of Palm Beach County by providing the associate in arts, associate in science and associate in applied science degrees, professional certificates, workforce development and lifelong learning.

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